

Cases about China in English (2008-2011)

9B11A043

Decathlon China: Using Social Media to Penetrate the Internet Market

Nicole R.D. Haggerty; Raymond Pirouz; Grace Geng;

After successfully establishing more than 33 retail stores in large cities across China, Decathlon, a large sporting goods manufacturer and retailer, planned to open its official online shopping website in China. The marketing department head of Decathlon China, has experimented with several new social media in China in order to increase the brand awareness among online shoppers. In the upcoming executive meeting, marketing department head would like to persuade the chief executive officer to dedicate more resources to social media to both increase online sales in the short term and market share in the long term.

Publication Date: November 16, 2011

Discipline: Marketing; Information Systems; International;

Issues: Social Media Strategy, Retail Marketing Strategy, Emerging Technology

Industry: Information, Media & Telecommunications;

Setting: China, Medium, 2011

Difficulty: Undergraduate/MBA

Learning Objective: 1. To teach the importance of social media marketing (SMM) as part of the overall marketing mix. 2. To teach the challenges of SMM. 3. To highlight the different social media platforms and cultural norms between the East and the West. 4. To teach the challenges of developing a SMM strategy. 5. To teach the challenges of evaluating the effectiveness of SMM, including the use of basic metrics. 6. To teach students to use the creativity process to provide a business solution, in this case to provide new ideas for a social media campaign. This case is suitable for all levels of students – from undergraduate to MBA to Executive MBA classes. Assignment questions are designed from the perspective of teaching this case to a business student audience. They could certainly be adjusted to fit the needs for more technical students.

9B11A033

Experience China: A National Image Campaign in the United States

William Wei; Yuanfang Lin; Mei Qin Kok;

The China national image film "People Chapter" — officially a sub-series of the "Experience China" campaign — was launched by the Chinese government to coincide with President Hu Jintao's visit to the United States in mid-January 2011. The one-minute promotional video was played on six giant electronic screens about 300 times per day, and had appeared approximately 8400 times when the broadcast ended on February 14, 2011. The video showed a series of Chinese people, ranging from ordinary citizens to celebrities, in various areas. It was a publicity effort aimed at promoting a truer image of China abroad, and further signalling that China was opening

to embrace the world. However, reactions from both Chinese and overseas audiences had been fairly controversial since the initial release of this promotional film. Experts from China and abroad were skeptical of the effectiveness of the campaign in promoting the national image of modern China to the world.

Publication Date: October 06, 2011

Discipline: Marketing; General Management/Strategy; Management Science; International;

Issues: Advertising strategy; advertising media; advertising effectiveness; cultural sensitivity; public relations; target marketing

Industry: Information, Media & Telecommunications;

Setting: United States, Not Applicable, 2011

Difficulty: Undergraduate/MBA

Learning Objective: This case can be best positioned for use in a marketing communication or marketing management class at undergraduate or MBA level. Examples of suitable courses include advertising, marketing communication, marketing management and international business. It could be taught from the following three angles: 1) Assessing key elements in the standard marketing communication process; 2) Handling issues involved in target identification, message composition and feedback collection in the design and implementation of promotional activities; 3) The special concerns when the object for promotion is a nation as opposed to a standard product.

9B11M054

Bestseller - Facing a New Competitive Landscape in China

Michael W. Hansen; Marcus Moller Larsen; Torben Pedersen;

In the fall of 1996, Bestseller became one of the first international fashion companies to enter the Chinese retail market. Earlier that year, two good friends, Allan Warburg and Dan Friis, had made contact with the CEO of Bestseller A/S, Troels Holch Povlsen, regarding the prospect of selling Bestseller brands in China, where they felt there were many business opportunities. Holch Povlsen found himself believing in the two entrepreneurs, and was convinced by their enthusiasm for the Chinese market. They quickly proved that they had been right about China. A little more than a decade after the first store opened, Bestseller China had almost 2,000 stores, and accounted for more than one-third of the total turnover of Bestseller A/S. The secret to Bestseller China's extraordinary success was its ability to sell price-competitive European designs with a Chinese touch, which was achieved by locating all production in China and modifying Bestseller A/S's designs to suit the size and tastes of Chinese middle-class consumers. With a 10-year head start over potential competitors, by the end of 2007, Bestseller China had managed to establish a strong presence in China. However, the high economic growth and the growing middle class were making the Chinese market highly attractive for other companies. Although global giants, such as Zara and H&M, were devoting big chunks of their budgets to

entering China and capturing market shares, these aggressive new entrants were not Bestseller China's biggest concern. In fact, the competition from local companies was seen as the real threat.

Publication Date: August 29, 2011

Discipline: General Management/Strategy; Marketing; Entrepreneurship; International;

Issues: Franchising; marketing management; emerging markets; global strategy

Industry: Manufacturing;

Setting: China, Large, 2007

Difficulty: Undergraduate/MBA

Learning Objective: Although the case can be used for a broad range of subjects, the international dimension of the case remains the central topic in the case as it focuses on a Danish company entering a Chinese market. For instance, marketing and strategy topics such as how a foreign company should successfully enter the Chinese market and how it should market itself are central to the case. Moreover, topics relating to international management are relevant to the case. Discussions could include the challenges of a Danish company operating a very big Chinese subsidiary or the operation of franchising versus owning stores.

9B11M082

Developing an International Growth Strategy at New York Fries

W. Glenn Rowe; Christopher Williams; Sharda Prashad;

New York Fries' president and founder, along with its executive vice-president are preparing for the next biannual meeting of domestic and international franchisees. They plan to provide an update on all aspect of corporate strategy and planning for the year ahead, but they only have a few days to formulate a new international growth strategy. The president and executive vice-president are hesitant to expand into new territories partly due to poor experiences in Australia and South Korea; but international franchisees have encouraged them to investigate promising areas of expansion into China and India. Complicating matters was the future development of the company's chain of premium hamburger restaurants. While a well-received brand in Canada, it was not yet decided if and how to internationalize the brand. How can the president and executive vice-president pursue new opportunities while maintaining their premium brands of French fries and hamburgers?

Publication Date: August 19, 2011

Discipline: General Management/Strategy; International; Entrepreneurship;

Issues: Location Selection, Applying Learning, Product Portfolio Development, International Growth, Brand Management, Franchising

Industry: Accommodation & Food Services;

Setting: Canada, Asia, Medium, 2011

Difficulty: Undergraduate/MBA

Learning Objective: • To provide insight into formulation of international strategy in an industry where franchising is the norm. • To provide insight into the strategic tension existing in international firms between continuing to expand internationally on the one hand, and developing and strengthening products and brand on the other. • To help students to gain skills in assessing risks in international expansion.

9B11M038

Hebei Dawu Group: Building the First Family Business Constitution in China

Yuping Du;

This case examines the "Family Business Constitution" created by Dawu Group's founder, Sun Dawu. It was the only such system in China to date. The system made it possible for the group to survive near-fatal challenges. The case starts with challenges Sun Dawu encountered: a salary-rise request from a recently elected board member; some managers' doubts about the constitution system; and the suspicion of external experts and journalists of the group's elections. The case examines the history of Dawu Group, the "Family Business Constitution" system and the approach Sun Dawu took to address the succession issue. One of the issues the family business owner faced was whether it was possible to solve the internal challenges and external doubts about family business succession and governance and, if so, how.

Objectives: 1) To illustrate how a Chinese family business owner has sought a proper corporate governance and management mechanism 2) To help students understand the hybrid institutional infrastructures of the "Family Business Constitution" and the challenges during the implementation, especially the cross-generational succession issue in the specific Chinese context 3) This case is suitable for core and elective courses in business management, strategy, sustainability, corporate governance and human resource management, and elective courses in family business management, Chinese business management and entrepreneurship.

Publication Date: June 22, 2011

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Family Business; Board and Management Duties; Decision Making; Board/Management Relations; Business Sustainability; Crisis and Change; Business Development; Entrepreneurial Business Growth; Corporate Governance; Change Management; Human Resources Management; Business and Society; Corporate Strategy

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: China, Large, 1985-2008

Difficulty: Undergraduate/MBA

9B11M009

Carlsberg in Emerging Markets

Michael W. Hansen; Torben Pedersen; Marcus Moller Larsen;

Risking becoming the target of a hostile takeover or alternatively, being cornered as a small regional player in the global beer industry, the Danish brewery Carlsberg decided in the early 2000s to expand into the rapidly growing emerging market to pursue new arenas of growth. By 2008, this strategy had paid off, and Carlsberg was positioned amongst the five largest breweries in the world. In the Russian market - one of the fastest growing markets in the world - Carlsberg had become the market leader. In China - the world's largest beer market in terms of size and population - the company had achieved a 55 per cent market share in Western China, and operated 20 brewery plants with approximately 5,000

employees. The ambitious acquisition strategy applied in emerging markets had become essential to Carlsberg's business in relation to future growth and profit. Accordingly, the case focuses on Carlsberg's entry into China, which started as a commercial failure in the eastern part of the country, but subsequently developed successfully in the west.

Publication Date: March 23, 2011

Discipline: General Management/Strategy; International; Operations Management;

Issues: Acquisition Strategy; Global Strategy; Emerging Markets; Marketing Management

Industry: Manufacturing;

Setting: Denmark;China;Russia, Large, 2008

Difficulty: Undergraduate/MBA

9B11E001

Keda's SAP Implementation

Derrick Neufeld; Yulin Fang; Huaqing Wang; Terrance Fung;

Although demand for enterprise resource planning (ERP) systems in China has been steadily increasing, many such implementation projects have ended in failure. Keda Industrial Co. Ltd. (Keda), a manufacturer of large-scale machinery in China, had successfully deployed its ERP solution. This case study documents Keda's ERP initiative from conception to its deployment and offers insights into the factors and practices that contributed to its success in the Chinese cultural context.

Publication Date: February 18, 2011

Discipline: International; Management Science; Information Systems;

Issues: System Implementation; Enterprise Resource Planning; Information Technology; Project Management

Setting: China, Large, 2009

Difficulty: Undergraduate/MBA

9B11M006

Chinese Fireworks Industry - Revised

Paul W. Beamish;

The Chinese fireworks industry thrived after China adopted the open door policy in the late 1970s, and grew to make up 90 per cent of the world's fireworks export sales. However, starting from the mid-1990s, safety concerns led governments both in China and abroad to set up stricter regulations. At the same time, there was rapid growth in the number of small family-run fireworks workshops, whose relentless price-cutting drove down profit margins. Students are asked to undertake an industry analysis, estimate the industry attractiveness, and propose possible ways to improve the industry attractiveness from an individual investor's point of view. Jerry Yu is an American-born Chinese in New York who has been invited to buy a fireworks factory in Liuyang, Hunan.

Publication Date: January 11, 2011

Discipline: General Management/Strategy; International;

Issues: Market Analysis; Industry Analysis; International Marketing; Exports

Industry: Manufacturing;

Setting: China, Not Applicable, 2009

Difficulty: Undergraduate/MBA

9B10M055

Bank of America and the Chinese Credit Card Market

Charles Dhanaraj; Jing Li; Justin W. Evans;

This case addresses Bank of America Corporation's contemplated joint venture with China Construction Bank to enter the Chinese credit card market. The case builds on the questions of strategic alliances in foreign markets and the state of the banking and credit industries in China generally. The teaching purposes include 1) understanding the transferability of a business model to a foreign market and assessing the implications of the political, economic, social and technological environment on a firm's strategy in that market; 2) understanding the institutional context of business in a foreign country - specifically the regulatory aspects of the banking industry in China; 3) exploring the cultural implications for business decisions, and the need to understand the nuances of the business model while translating it to radically unfamiliar environments; and 4) understanding the role that local partners play in joint ventures and exploring some aspects of partnering strategies in overcoming institutional handicaps.

Publication Date: August 12, 2010

Discipline: General Management/Strategy; International;

Issues: Credit Card Business; Joint Ventures; Strategic Alliances

Industry: Finance and Insurance;

Setting: China, Large, 2005

Difficulty: Undergraduate/MBA

9B10M057

Geely's Acquisition of Volvo: Challenges and Opportunities

David W. Conklin; Danielle Cadieux;

For more than a decade, the government of China had sought to develop an automotive industry. The government's initial steps involved the creation of joint ventures in which government-owned firms became partners of foreign privately owned corporations. Most of these joint ventures were extremely successful financially. However, ongoing differences in management preferences created a continual tension within the joint ventures. Of particular concern was a desire of the government of China to ensure that its new automotive industry would adopt the latest advances in technologies. This subject of technology transfer, and how the government of China could best support it, became a central issue in China's automotive industry. From the perspective of the government of China, Geely's acquisition of Volvo would be a major step in achieving technology transfer on an ongoing basis. Geely's China operations would be able to quickly and easily adopt Volvo's cutting-edge safety features and production operations. From Geely's perspective, the Volvo acquisition would provide it with a new set of luxury vehicles for sale in China that would fill a gap in Geely's automotive lineup. Nevertheless, Geely faced the challenge that Ford had continually lost money in Volvo. How to reverse these losses would become a major challenge

for Geely.

Publication Date: June 18, 2010

Discipline: General Management/Strategy; International;

Issues: Globalization; International Business; Government and Business

Industry: Manufacturing;

Setting: China;Sweden, Large, 2010

Difficulty: Undergraduate/MBA

9B10E011

Google in China (B)

Deborah Compeau; Yulin Fang;Majela Yin;

The case describes the circumstances surrounding Google's reconsideration of its China strategy. Google officially announced in January 2010 that its Chinese website, Google.cn, experienced cyber attacks from within China. Google further announced that, as a result, it had decided to reconsider its approach to China, including the option of a complete exit from the Chinese market. The case presents Google's performance in China, the details of the cyber attack and the heated public discussion following Google's announcement. Students are asked to consider actions that Google should take and the corresponding, underlying rationale.

Publication Date: June 18, 2010

Discipline: International; Management Science; Information Systems;

Issues: Ethical Issues; Management in a Global Environment; Information Systems; Government and Business

Industry: Other Services;

Setting: United States;China, Medium, 2010

Difficulty: Undergraduate/MBA

9B10N007

SZLN: Acquiring PEM

James E. Hatch; Lifan Wu; Xingyun Liu;

Shenzhen Zhongjin Lingnan Nonfemet Co. (SZLN) is a Chinese company that is contemplating the purchase of an Australian mining company. The management of SZLN must assess the merits of the acquisition, the offer to be made, how it is to be financed and the political implications of the purchase for both the governments of China and Australia.

Publication Date: May 21, 2010

Discipline: Finance; International;

Issues: Political Environment; Acquisitions

Industry: Mining;

Setting: China;Australia, Large, 2008

Difficulty: Undergraduate/MBA

9B10M050

China's Economy 2010

David W. Conklin; Danielle Cadieux;

By 2010, China's economy faced a series of challenges that could threaten its growth and trade balance. This case presents a structure for students to discuss China's economy in the context of these threats. Prior to this time, there had been general feeling that China could continue indefinitely with its exceptionally high growth rate of approximately 10 per cent annually. The substantial gap between wages in economically advanced nations and China might continue to attract huge volumes of foreign investment indefinitely. This optimism was being questioned by 2010.

Publication Date: May 19, 2010

Discipline: General Management/Strategy; International;

Issues: Growth; Government and Business; Growth Strategy; Globalization

Industry: Public Administration;

Setting: China, Not Applicable, 2010

Difficulty: Undergraduate/MBA

9B10A001

ASIMCO Technologies: 2005

Xi (Lucy) Liu; Taehoo Kim;Liang Liu;Guangyu Nie;Wanhong Shao;Xiaotian Xie;

In April 2005, the chairman of ASIMCO Technologies, a company headquartered in China and supplying automotive components to both Chinese and global clients, was trying to decide on his company's reaction to the Chinese government's latest regulations on auto emissions. Guo-san (National Standards III) was to take effect on August 1, 2008. By that date, automakers would not be allowed to supply the Chinese market with non-Guo-san-compliant products. ASIMCO's major diesel engine customers had already sent requests for upgraded engine components to ASIMCO as well as other suppliers. While three technologies seemed to provide the Chinese market with a solution, divergent views existed among the management team as to where ASIMCO should focus to enhance the fuel systems that it supplied. The case can be used in an international marketing course (in sessions on product strategy in developing market or customer relations in industrial marketing).

Publication Date: May 05, 2010

Discipline: International; Marketing;

Issues: Product Strategy; Automotive; Customer Relations

Industry: Manufacturing;

Setting: China, Large, 2005

Difficulty: Undergraduate/MBA

9B10M041

GENICON: A Surgical Strike into Emerging Markets

Allen H. Kupetz; Adam P. Tindall; Gary Haberland;

A critical question facing a company's ability to grow its business internationally is where it should go next. One company facing that decision was GENICON, a U.S.-based firm that manufactured and distributed medical instruments for laparoscopic surgeries. Although the minimally invasive surgical market in the United States had long been the largest in the world, international markets were anticipated to grow at a much faster rate than the U.S. market for the foreseeable future. GENICON was already in over 40 international markets and was looking in particular at the rapidly emerging markets - Brazil, Russia, India and China - as potential new opportunities for growth. This case is appropriate for use in an international business course to introduce market selection strategy. It can also be used in sessions on international marketing, entrepreneurship and business strategy.

Publication Date: May 05, 2010

Discipline: Entrepreneurship; General Management/Strategy; International; Marketing;

Issues: International Expansion; Entrepreneurial Marketing; Emerging Markets; International Business

Industry: Manufacturing;

Setting: Brazil;Russia;India;China, Small, 2010

Difficulty: Undergraduate/MBA

Learning Objective: This case is appropriate for use in an international business course to introduce market selection strategy. It provides a practical example for students to take quantitative and less empirical data to rank a short list of potential new markets. It can also be used in courses on international marketing, entrepreneurship and business strategy. The case can help achieve these objectives as it does the following: allows students to understand how "instinct," "management preference" and other non-numeric factors can influence the decision-making process of entrepreneurs with a track record of successfully picking new markets; encourages students to discuss the primary problems confronting companies — even those with considerable international experience — in balancing quantitative and non-quantitative data; provides an illustrative example of a company experienced in developed markets venturing out into some of the fastest-growing developing markets; fosters discussion regarding the unique challenges facing a small, entrepreneurial company in terms of international market selection.

9B10M021

Mobile Language Learning: Praxis Makes Perfect in China

Ilan Alon; Allen H. Kupetz;

Praxis Language is a small company in China started by three non-Chinese entrepreneurs. Originally focused on teaching Chinese to native English speakers using podcasting and other online tools, Praxis has also developed content to teach English to native Chinese speakers, which the company perceives as a much bigger market. The case describes the challenges facing the co-founder of Praxis as he navigates emerging mobile technology (hardware and software), the complexities of doing business in China, and the consequences of explosive growth.

Publication Date: April 21, 2010

Discipline: Entrepreneurship; General Management/Strategy; Information Systems; International; Management Science; Marketing;

Issues: Entrepreneurial Marketing; Technological Change; Marketing Management; International Business

Industry: Educational Services;

Setting: China, Small, 2009

Difficulty: Undergraduate/MBA

9B09M071

Alcan (A): Anticipating Industry Change

Gregory Vit; Johnny Boghossian; Amrita Nain; Karl Moore;

In December 2006, Alcan was the second largest producer of aluminum in the world, but the industry was consolidating. The case traces the development of the aluminum industry since World War II to the recent emergence of China as an economic power and the accompanying rise in commodity prices. Alcan had to decide between two offers: to be acquired or to go it alone. The first offer was from Alcoa and the other from Rio Tinto. Alcoa was the world leader in the production of aluminum and, like Alcan, was engaged in significant technological research and development. Meanwhile, Rio Tinto was one of the largest mining companies in the world, but had minor aluminum operations and, in general, few downstream processing plants or technologies. Students are asked to identify Alcan's key resources and consider which strategy would make best use of them.

Publication Date: December 08, 2009

Discipline: General Management/Strategy; International;

Issues: Government and Business; Strategy and Resources; Globalization; Mergers & Acquisitions

Industry: Mining;

Setting: Canada;Global, Large, 2006

Difficulty: Undergraduate/MBA

9B09C021

Swine Flu Tour

Stephen Grainger;

A business professor has just arrived in China with a group of students on a study tour, when one of the members of the group comes down with the H1N1 virus. The entire group is either hospitalized or quarantined. The professor, who is also the tour director, must determine how to deal with the crisis, and quickly. This case is designed for use in a crises management course, or in an early class in an international management course to illustrate the sort of differences one may confront in the international environment.

Publication Date: December 08, 2009

Discipline: Entrepreneurship; Organizational Behaviour/Leadership; International;

Issues: Health Care; Contingency Management; Crisis Management; Swine Flu

Industry: Health Care Services;

Setting: China, Not Applicable, 2009

Difficulty: Undergraduate/MBA

9B09M077

Sanlu Group and the Tainted Milk Crisis

Shih-Fen Chen; Francis Sun;

In late summer of 2008, a tainted milk scandal unfolded in China and shocked the world. Lethally high levels of melamine were detected in infant formula being sold on the market. Sanlu Group Inc. (Sanlu), the core firm in the scandal, had manufactured a product containing melamine that was 5,125 times higher than the European Union (EU) safety units. The scandal swept through the Chinese dairy industry and all over the world where Chinese dairy products were recalled and banned. By December 2008, the official records indicated over 290,000 infants were sickened, 51,900 were hospitalized, and 11 deaths were suspected and three confirmed. Two managers of Sanlu's raw milk suppliers were sentenced to death and four of Sanlu's executive team (including the chief executive officer and chairwoman) were sentenced to varying jail terms. By analyzing the lead-up and background to the scandal, the global reactions to the crisis, the Chinese political climate and the resulting social and cultural transformations, can it be determined what could - and should - be done to prevent similar incidents of food and product safety issues in the future?

Publication Date: October 21, 2009

Discipline: Entrepreneurship; General Management/Strategy; International; Marketing; Operations Management;

Issues: Cultural and Political Environment; Industry Structure; Supply Chain Management; Joint Ventures

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: China, Large, 2008

Difficulty: Undergraduate/MBA

9B09M062

Reputation Risk in the Global Art Market

Kimberley Howard; William Wei; Eric Zengxiang Wang;

When Yves Saint Laurent died in June 2008, his estate passed to his business partner, Pierre Bergé. Bergé decided to auction several items from Laurent's estate at Christie's international auction house, including two antique bronzes from China. The general feeling in China was that these artifacts had been looted and should be repatriated rather than auctioned. The case highlights issues of ethics, corporate governance and corporate responsibility.

Publication Date: October 09, 2009

Discipline: Finance; General Management/Strategy; International;

Issues: Ethical Issues; Corporate Responsibility; Customer Relationship Management; Corporate Governance

Industry: Arts, Entertainment, Sports and Recreation;

Setting: France, Large, 2009

Difficulty: Undergraduate/MBA

9B09A016

Best Buy Inc. - Dual Branding in China

Niraj Dawar; Ramasastry Chandrasekhar;

A month after Best Buy Inc. (Best Buy), the largest retailer of consumer electronics in the United States, acquired Five Star, the third largest retailer of appliances and consumer electronics in China in May 2006, the management of Best Buy is weighing in on a branding option. Should Five Star lose its identity and be marketed as Best Buy? Or should Best Buy retain the Five Star brand and let the two brands compete with each other in the Chinese market? The option has a sense of déjà vu because, when it first stepped out of its home turf in January of 2002 by acquiring Future Shop, the largest consumer electronics retailer in Canada, Best Buy was facing a similar dilemma. The company had decided, at the time, in favour of dual brand strategy. It had worked. There was no evidence of cannibalization, the single largest risk in dual branding. Best Buy and Future Shop had both grown together as independent brands in Canada. But, does dual brand strategy work in the vastly different retail environment of China?

Publication Date: June 26, 2009

Discipline: International; Marketing;

Issues: Brand Management; Retailing; International Business

Industry: Retail Trade;

Setting: United States;Canada;China, Large, 2006

Difficulty: Undergraduate/MBA

9B09M009

NFC in Mongolia

Lu Jiang; Michael Frechette; Dongmei Tu; Xia Wang; Marie Cheng;

NFC was a state-owned company listed on the China stock exchange. It had operations in Zambia, Iran and Kazakhstan before entering into Mongolia. Most of the prior projects were turn-key operations. Mongolia was the first country in which it had an international joint venture (IJV). The joint venture (JV) agreement was signed in 1998. Due to many delays, it was not until 2005 that it finally started operating. In mid-2007, the Mongolian parliament notified the JV that its 5-year 0 per cent and 5-year 50 per cent of income tax term (starting from 2005) had been cancelled. Not only would it need to pay full tax starting from 2007, it had to pay the exempted tax amount from 2005 and 2006. Inside the JV, the union desired another pay raise despite the fact that salaries had been increased 10 per cent just six months ago. Outside the JV, local shipping companies threatened to block the factory gate if the JV did not sign a shipping contract with them on their terms.

Publication Date: June 10, 2009

Discipline: Entrepreneurship; General Management/Strategy; Organizational Behaviour/Leadership; International;

Issues: Human Resources Management; Cross Cultural Management; International Business

Industry: Mining;

Setting: China;Mongolia, Large, 2007

Difficulty: Undergraduate/MBA

9B08D009

Wal-Mart China: Sustainable Operations Strategy

David J. Robb; Ben Hopwood; Lei Wang; Jun Cheng;

A German expatriate had moved to China in 2005 to take up a merchandizing position at the Wal-Mart China headquarters in Shenzhen. By 2008 he had been promoted to the new position of senior director for sustainability for Wal-Mart China (retail) and Global Procurement. His new position required that he lead the rapidly-approaching inaugural Wal-Mart Sustainability Summit. The senior director must ensure that Wal-Mart China's five Strategic Value Networks (SVNs), which were tasked with leading sustainability change within the organization, continued to engage stakeholders by implementing innovative solutions that not only cut costs but also lead to more sustainable operations. The case describes Wal-Mart China's operations (including purchasing, distribution and retail) in the context of the company's desire to improve sustainability in a manner appropriate to China. The immediate issue is to identify opportunities to improve the sustainability of Wal-Mart China's distribution systems and retail operations.

Publication Date: May 05, 2009

Discipline: General Management/Strategy; International; Operations Management;

Issues: Distribution; Purchasing; Logistics; Supply Chain Management; Sustainability

Industry: Retail Trade;

Setting: China, Large, 2008

Difficulty: Undergraduate/MBA

9B09M029

PRC & Peter Ross

Frederick Keenan; Peter Ross;

The multi-million dollar technology licensing agreement was in danger of falling apart. It was late September 2001; some months previously, The University of Western Ontario's (UWO's) Industry Liaison Office had signed a conditional agreement with a major pharmaceutical company operating throughout the People's Republic of China (PRC). The agreement permitted the company to utilize specific technology developed at UWO in health products to be marketed throughout the PRC. The agreement was conditional upon ratification being signed not later than October 31, 2001 - but, within that period, terrorists attacked the World Trade Center and the Pentagon. In the months immediately following September 11, 2001, the appetite of the PRC for buying Western technology had greatly diminished, and the PRC Ministry of Foreign Trade and Economic Development continued to delay ratification of the agreement. UWO's legal counsel, Peter Ross, was asked by his university to lay out the framework and possible alternative courses of action within which a decision could be made as to what the university could do in this situation. The learning objectives of the case are: 1) to become aware of the forms of intellectual property (IP) that can be involved in international cooperation, the potential difficulties and risks involved in sharing IP, the types of agreements that can be drawn up to minimize the risks, and the legal frameworks within which disagreements can be resolved 2) to become aware of how different partner countries respect or allegedly disregard rights to IP and commercial transactions

generally 3) to develop strategies for coping in this environment.

Publication Date: April 22, 2009

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: International Joint Venture; Intellectual Properties; Licensing; Research and Development

Industry: Health Care Services;

Setting: People's Republic of China, Medium, 2001

Difficulty: Undergraduate/MBA

9B09M018

China's Trade Disputes

David W. Conklin; Danielle Cadieux;

By 2009, China's exports had increased dramatically from \$250 billion in 2000 to a projected \$1,500 billion in 2009. This enormous growth of exports severely damaged competing businesses in the advanced nations, particularly the United States and Europe. China's entry into the World Trade Organization (WTO) in 2001 guaranteed China's right to export to these nations, but at the same time the WTO required China to adhere to certain rules that sought to support fair trade and create a level playing field. Several broad subjects each gave rise to a series of trade disputes: the protection of intellectual property, health and safety concerns about China's products, labour and environmental standards, China's manipulation of their currency, and costs and prices determined by the government rather than free markets. This case examines each set of trade disputes and China's attempts to resolve them. Many disputes were embedded in cultural practices and ideological positions and so they might not disappear quickly. Shortcomings in China's legal and judicial system hampered enforcement. In addition, many rested on the government's desire to protect the interests of Chinese businesses and their employees, and so China might alter its practices only if confronted with credible retaliatory threats. China's central government experienced the principal-agent problem where its wishes and decisions could be ignored by local governments and firms. Meanwhile, changes in industry structure within the advanced nations were altering the negotiation positions of Western governments. The case examines the WTO dispute resolution procedures and enforcement mechanisms that have been directed at China's trade disputes.

Publication Date: March 09, 2009

Discipline: General Management/Strategy; International;

Issues: International Business; Government and Business; Globalization

Setting: China, Not Applicable, 2009

Difficulty: Undergraduate/MBA

9B09N004

Cadim: China and India Real Estate Deals

Stephen R. Foerster; Marc Folch;

The president and chief operating officer of Cadim, the real estate arm of the Caisse de Dépôt et Placement du Québec, Canada's largest pension fund management firm, had recently been approached with several interesting multimillion-dollar investment opportunities in India and China. Although Cadim was still deciding whether to invest in either country (see Cadim: The China and India Real Estate Market Entry Decisions case), if the company chose to do so, it wanted suitable partners and deals lined up. Each deal had its pros and cons, but the president knew all too well that the wrong combination of partner and deal could have dire consequences for Cadim's profits and the team's reputation. The case analysis involves risk assessment, partner assessment, cash flow analysis and portfolio fit analysis.

Publication Date: January 30, 2009

Discipline: Finance; International;

Issues: Internal Rate of Return; Valuation; Investments

Industry: Real Estate and Rental and Leasing;

Setting: China;India;Canada, Large, 2008

Difficulty: Undergraduate/MBA

9B09N003

Cadim: The China and India Real Estate Market Entry Decisions

Stephen R. Foerster; Marc Folch;

The president and chief operating officer of Cadim, the real estate arm of the Caisse de Dépôt et Placement du Québec, Canada's largest pension fund management firm, was considering whether Cadim should enter India, China or both on a long-term basis to diversify its global real estate holdings and take advantage of the growth these two countries were experiencing. The fund's investment would potentially amount to hundreds of millions of dollars and could lead to substantial returns; however, these investments carried considerable risks. The case introduces many of the issues involved with managing an international portfolio of real estate and provides a detailed overview of the business environment and culture of both China and India. In doing so, the case exposes students to the complicated nature of regional risk assessment and the challenges of doing business in developing countries. Students must assess whether the complexity and risk levels involved with entering a new developing country are worth the potential returns.

Publication Date: January 30, 2009

Discipline: Finance; International;

Issues: International Strategy; International Joint Venture; Investments

Industry: Real Estate and Rental and Leasing;

Setting: China;India;Canada, Large, 2008

Difficulty: Undergraduate/MBA

9B09C002

QiLing Research Hospital

John S. Haywood-Farmer; Kevin Leung;

The QiLing Research Hospital (QiLing), located in Beijing, China, headed by Dr. Tien Tzu, CEO, is in a partnership with the China Research Network (CRN). This partnership was formed in an effort to mutually benefit both parties in terms of becoming a leader in health-care quality standards and creating more effective health-care techniques. Due to the intertwined nature of this relationship, the acquisition of human capital for specific positions within the hospital requires CRN to provide the candidates. Dr. Tien Tzu is increasingly concerned that CRN's hiring conditions are hindering QiLing's potential - specifically referencing the latest batch of candidates CRN has provided to fill a key spot in the neurology department. She is aware that the right people are the key to maintaining QiLing's growth and loyalty and has analyzed how the candidate selection process, overall compensation, and job retention efforts affect the quality of the human capital pool. She is entertaining thoughts about overhauling the process for the benefit of QiLing, and is unsure how CRN will respond to any proposals she might make.

Publication Date: January 20, 2009

Discipline: Organizational Behaviour/Leadership; International;

Issues: Manpower Planning; Employee Selection; Career Development; Intercultural Relations

Industry: Health Care Services;

Setting: China, Medium, 2007

Difficulty: Undergraduate/MBA

9B08M077

Sinyi Real Estate in Taiwan

Terence Tsai; Borshiuang Cheng; Shubo Philip Liu;

As the economies of Greater China continued the process of rapid transformation and industrialization, newly industrialized countries (NICs), such as Taiwan and mainland China, experienced dramatic changes in their business settings. Accompanying the industrialization of east Asian economies, business ethics were in a state of flux, as traditional values were often swept aside to justify profit maximization. In this ever-changing business environment, what were the characteristics and benefits of Chinese business ethics? What role did they play? Could an integrity-based business practice serve as a source of competitive advantage? What business settings were supporting business ethics? Few studies have paid attention to these kinds of questions. Sinyi was one of the most successful real estate agent companies in Taiwan and mainland China. From a Confucian perspective, Sinyi's founder cultivated a people-centered culture for both its customers and employees. By applying business ethics as a central differentiating strategy, Sinyi established an excellent corporate image and was regarded by many as the role model of responsible business. Sinyi service was regarded as premier in Taiwan. Its customer satisfaction rating was also far above the industry average. Trustworthiness and fair dealing were the company's guiding principles. This was in contrast to the then chaotic environment of the real estate industry in Taiwan, where basic trust between buyers and sellers was rare and deceit existed everywhere. Focusing on using business ethics as a central differentiating strategy, Sinyi had grown into Sinyi

Group, which successfully integrated upstream, midstream and downstream industries and established a highly-acclaimed business model. Over the past two decades, Sinyi Group had expanded its operations to mainland China and forged an alliance with global real estate brokerage Coldwell Banker. The case can be used for MBA and EMBA courses in business ethics (in a module on culture and business ethics) and strategic management (in a module on strategic business ethics). This case should provoke holistic thinking and discussion on sustainable business, Confucian entrepreneurship and the relationship between business ethics and competitive advantages.

Publication Date: January 12, 2009

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Ethical Issues; Sustainability; Management Science and Info. Systems; Human Resources Management; Corporate Social Responsibility; Differentiation; Strategy

Industry: Real Estate and Rental and Leasing;

Setting: Taiwan, Large, 2008

Difficulty: MBA/Postgraduate

9B08M083

China's Economy 2008

David W. Conklin; Danielle Cadieux;

By 2008, China's economy faced a series of challenges that could threaten its growth and trade balance. This case presents a structure for students to discuss China's economy in the context of these threats. Prior to this time, there had been general feeling that China could continue indefinitely with its exceptionally high growth rate of approximately 10 per cent annually. The substantial gap between wages in economically advanced nations and China might continue to attract huge volumes of foreign investment indefinitely. This optimism was being questioned by 2008.

Publication Date: October 23, 2008

Discipline: General Management/Strategy; International;

Issues: Government and Business; Growth; Globalization; Growth Strategy

Industry: Public Administration;

Setting: China, Not Applicable, 2008

Difficulty: Undergraduate/MBA

9B08M048

Carrefour China, Building a Greener Store

Andreas Schotter; Paul W. Beamish; Robert Klassen;

Carrefour, the second largest retailer in the world, had just announced that it would open its first "Green Store" in Beijing before the 2008 Olympic Games. David Monaco, asset and construction director of Carrefour China, had little experience with green building, and was struggling with how to translate that announcement into specifications for store design and operations. Monaco has to evaluate the situation carefully both from ecological and economic perspectives. In addition, he must take the regulatory and infrastructure situation in China into account, where no official green building standard exists and only few suppliers of energy saving equipment operate. He

had already collected energy and cost data from several suppliers, and wondered how this could be used to decide among environmental technology options. Given that at least 150 additional company stores were scheduled for opening or renovation during the next three years in China, the project would have long term implications for Carrefour.

Publication Date: May 09, 2008

Discipline: General Management/Strategy; International;

Issues: Strategy Implementation; Emerging Markets; Environmental Business Management; Operations Management

Industry: Retail Trade; Retail Trade;

Setting: China, Large, 2006

Difficulty: Undergraduate/MBA

9B08E005

Container Transportation Company

Peter C. Bell; Bai Xiaodong; Michael Zhang;

The regional manager of the Container Transportation Company, and his colleagues were looking for a new strategy to allocate containers for transportation from Korea and China to the Middle East. All the business departments had been challenged by top management to optimize their revenues and profit. The regional manager wondered whether he could improve pricing or apply other revenue management techniques to enhance revenues without negatively affecting customer service.

Publication Date: March 11, 2008

Discipline: Management Science; Information Systems;

Issues: Revenue Management; Transportation; Pricing

Industry: Transportation and Warehousing;

Setting: Korea, Large, 2007

Difficulty: Undergraduate/MBA

9B07N012

Health Care Manufacturing Inc.

James E. Hatch; Manpreet Hora;

A Chinese investment banker is performing due diligence on the potential acquisition of a Canadian manufacturer of health care products. Among her tasks is the need to put a value on the acquisition target. Her client is an independently wealthy investor and chair of Great Wall Holdings (Great Wall). Great Wall was a privately held conglomerate with interests in a wide range of companies. The investment banker is interested in diversifying his holdings outside of China and was especially interested in gaining a modest foothold in the manufacture of health care products in North America.

Publication Date: March 06, 2008

Discipline: Finance;

Issues: Valuation; Acquisitions

Industry: Manufacturing;

Setting: Canada, Medium, 2007

Difficulty: Undergraduate/MBA

Roaring Dragon Hotel*Stephen Grainger;*

The case looks at the takeover of the Roaring Dragon Hotel (RDH), a state owned enterprise in south-west China, by global hotelier Hotel International (HI) and discusses the cultural collision and organizational adoptions resulting from the intersections of two significantly different business cultures. Specifically in this case, the focus is on the challenge involved with downsizing, redundancy, communication, cultural sensitivity, strategic planning and in developing strategy. In south-west China in 2002, the RDH business environment was just emerging from the shadow of the planned economy and had retained its guanxi-based organizational culture. At RDH, relationship development and the exchange of favors were still important and occurring on a daily basis and there was little system or efficiency in the hotel's domestic management style and processes. In comparison, Hotel International had a wealth of international experience in providing accommodation, marketing and professional management in servicing the needs of a global market steeped in corporate governance. At the commencement of the management contract there was a deep division separating the organizational cultures of RDH and HI.

Publication Date: March 05, 2008**Discipline:** Entrepreneurship; General Management/Strategy; International;**Issues:** Cross Cultural Management; Strategic Planning; Cross Cultural Communication; Cultural Sensitivity**Industry:** Accommodation & Food Services;**Setting:** China, Medium, 2002**Difficulty:** Undergraduate/MBA**Mattel and the Toy Recalls (B)***Hari Babuji; Paul W. Beamish;*

On August 14, 2007, the U.S. Consumer Product Safety Commission (CPSC) in cooperation with Mattel announced five different recalls of Mattel's toys. On September 4, Mattel announced three more recalls. Some were due to the use of lead paint, while others were due to small magnets coming loose. The (B) case outlines the handling of the recalls and its consequences, such as consumer outrage, media scrutiny, government intervention, and the effect on China. Further, it discusses the design flaws for which large toy companies are responsible. The (B) case raises many issues, such as who Mattel's stakeholders are, what values Mattel followed, and whether Mattel needs to revisit its China strategy. Use with Ivey product, 9B08M010, Mattel and the Toy Recalls (A).

Publication Date: February 25, 2008**Discipline:** General Management/Strategy; International; Marketing; Operations Management;**Issues:** Supply Chain Management; Outsourcing; Values; Offshoring; Stakeholder Analysis; Product Quality; Product Recall**Industry:** Manufacturing;**Setting:** United States; China, Large, 2007**Difficulty:** Undergraduate/MBA

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